

Appendix M – System Implementation Approach

Implementation Approach

Recognizing the size and complexity of a California statewide EBT implementation, the State developed an implementation approach that divides EBT implementation into manageable pieces while maintaining an emphasis on rapid rollout of EBT to fifty-six California counties. The proposed implementation approach provides: 1) Geographic coordination of county EBT implementations; 2) Coordination with SAWS consortium eligibility system implementations in the counties; 3) Development, testing and piloting of SAWS eligibility system interfaces to EBT; and 4) Support of county implementation readiness, planning and operations activities.

Using the implementation approach, a preliminary statewide implementation schedule has been developed and is included in this appendix. Bidders will review, evaluate and comment on the State's implementation approach and preliminary schedule in the Draft and Final Proposals. Any suggested changes to the State's implementation approach and Bidder comments included in the Draft Proposal, will be reviewed by the State and discussed with the Bidder during confidential discussions. Bidders may suggest changes, revisions or replacements of any aspect of the implementation approach and preliminary statewide implementation schedule. However, an implementation approach and a proposed statewide implementation schedule that is acceptable to the State, must be included in the Final Proposal. Following contract award, the Contractor will develop the final statewide implementation schedule with assistance from the State and County Welfare Departments (counties).

EBT Implementation Regions and Waves

Each of the 58 California counties has been assigned to an EBT implementation region as depicted in Exhibit M-1 - "EBT Implementation Regions". The Los Angeles County region (Region 1) consists of thirty-five district offices. The Northern California region (Region 2) consists of twenty ISAWS counties. The Central California region (Region 3) consists of thirteen ISAWS counties, five WCDS counties and two C-IV counties. The Southern California region (Region 4) consists of two ISAWS counties, four WCDS counties and one C-IV county. The Central Coast region (Region 5) consists of eight WCDS counties.

The preliminary statewide implementation schedule consists of five coordinated regional implementation schedules (see Exhibit M-3 - "Preliminary Statewide Implementation Schedule - By Region and Wave" and Exhibit M-4 - "Preliminary Statewide Implementation Schedule - By Wave and Region"). Coordination of the regional implementation schedules produces four EBT statewide implementation waves. Exhibit M-2 - "EBT Implementation Waves" depicts the four statewide implementation waves and counties included in each wave.

Following successful implementation of the WCDS legacy eligibility system interface for the Project Pilot and development of ISAWS, LEADER and specific county legacy eligibility system interfaces, the first of four EBT implementation waves begins.

Wave 1

Wave 1 counties consist of eleven WCDS counties implementing EBT before CalWIN¹ implementation, two C-IV counties implementing EBT before C-IV SAWS implementation and interface pilots for ISAWS, LEADER and county legacy system interfaces.

Wave 2

Wave 2 counties consist of one-half of the Los Angeles County district offices, one-half of the ISAWS counties and two WCDS counties implementing EBT before CalWIN implementation. Wave 2 also includes migration of three WCDS county legacy interfaces to the CalWIN interface and two C-IV county legacy interfaces to the C-IV SAWS interface.

Wave 3

Wave 3 counties consist of one-half of the Los Angeles County district offices, one-half of the ISAWS counties and one WCDS county implementing EBT after CalWIN implementation. Wave 3 also includes the migration of six WCDS county legacy interfaces to the CalWIN interface.

Wave 4

Wave 4 counties consist of two or three WCDS counties (depending on whether Sacramento County is selected as the EBT Project Pilot) implementing EBT after CalWIN implementation and one C-IV county implementing EBT after C-IV SAWS system implementation. Wave 4 also includes the migration of four WCDS county legacy interfaces to the CalWIN interface.

Schedule Criteria

Exhibit M-5 – “Criteria Used For The State Proposed Schedule” describes the criteria and assumptions used to develop the preliminary statewide implementation schedule. The criteria include: 1) CalWIN implementation dates and restrictions on the timing of EBT implementations in WCDS counties; 2) C-IV SAWS implementation dates and restrictions on the timing of EBT implementations in C-IV counties; and 3) SAWS eligibility systems and county legacy eligibility systems interface development, test and piloting requirements.

At this time the CalWIN schedule has been established by negotiation between the WCDS Consortium and its SAWS development vendor and will only be changed by mutual agreement between the Consortium and its SAWS development vendor for CalWIN-specific reasons.

The C-IV schedule is subject to change as a result of the competitive procurement process. Whether it will actually change will depend on the outcome of the procurement process and negotiations with the selected vendor. C-IV's SAWS project schedule will be a result of its procurement process and negotiations with the selected vendor. The current proposed schedule for SAWS C-IV would be confirmed or changed only as a result of SAWS-specific reasons.

Selection of Pilot County

The State has developed criteria for the selection of the pilot county, and will make the final selection of the Pilot County. At this time, the State anticipates that the Pilot County will be Alameda County or Sacramento County. The Pilot County will use the EBT system for both Food Stamps and CalWORKs benefit issuance. The criteria that the State has used in selecting the Pilot County include:

¹ CalWIN is the name of the WCDS consortium's planned SAWS application.

- **County Size:** The Pilot County must be large enough to test operations and performance of the EBT system under a high volume of transactions.
- **County Location:** The Pilot County must allow for reasonable access by the State's EBT Implementation Team.
- **Exposure to Statewide Issues:** County must provide for maximum exposure to EBT issues that will be encountered statewide.
- **Retailer mix:** The Pilot County must include a mixture of large and small retailers and financial institutions.
- **Language Diversity:** The Pilot County clients must represent diverse language populations.
- **Multi-County Eligibility System:** The pilot county SAWS eligibility system must be used by many other counties.
- **Consortium Support:** The SAWS consortium to which the county belongs must be supportive of the county as the pilot, and must be able to secure the resources necessary to support the EBT interface development.
- **SAWS Conversion Schedule:** The Pilot County SAWS conversion schedule must be compatible with the EBT pilot schedule.
- **County Readiness:** The Pilot County must demonstrate pre-planning for EBT implementation, and be able to secure the resources necessary to support the Pilot implementation and evaluation.

County Implementation Schedules and Methodology

The preliminary statewide implementation schedule does not establish the actual county implementation order or county implementation dates. The preliminary schedule only establishes blocks of time during which each county implementation will occur. It establishes beginning dates for on-site county support from State and Contractor implementation teams. It establishes the dates when conversion of benefits to EBT in each county must be completed. Exhibit M-6 – "Preliminary Statewide Implementation Schedule/State Proposed" specifies the earliest start dates and latest end dates for each county by implementation wave. With assistance from the State and counties, the Contractor will establish the actual implementation order and county implementation dates when the final Statewide Implementation Schedule is developed after contract award. An important consideration in developing the final Statewide Implementation Schedule will be the status of the SAWS eligibility system implementations. Changes in the SAWS implementation schedules may impact the order and timing of county implementations in the EBT Statewide Implementation Schedule.

The preliminary statewide implementation schedule provides a maximum of twelve months for implementation of EBT in each county and Los Angeles district office. The twelve months is divided into three county implementation phases: 1) County Readiness; 2) Planning and Installation; and 3) Implementation.

County Readiness

During the county Readiness Phase (maximum of two months), the State implementation team assists counties with the organization of county implementation teams and the setting of county priorities, selection of county options, and establishment of county-specific EBT policies. The

Contractor assists counties with the identification of financial interface requirements. The objective of the Readiness Phase is to ensure that counties are prepared to successfully complete planning and installation within the allotted timeframes. External stakeholders (including impacted county departments, retailers, organizations serving or representing recipients, and financial institutions) are identified, contacted and organized.

Planning and Installation

During the county Planning and Installation Phase (maximum of five months), the Contractor and counties: 1) Plan for the implementation of EBT; 2) Develop and test financial system interfaces; 3) Identify and ready locations for EBT equipment; 4) Install EBT equipment; 5) Develop strategies and procedures for card issuance, PIN selection, benefit conversion, benefit reconciliation, card reconciliation, cash settlement processing, staff training, recipient training and contingency processing; and 6) Locate, procure and setup training facilities. The objective of the Planning and Installation Phase is for the county to make and implement all operational, technical and logistical decisions necessary to ensure efficient conversion and ongoing issuance of EBT benefits and for the Contractor to complete all required site preparation, equipment installation, conversion testing, interface testing, and staff training. Additionally, the Contractor will complete all required work with local retailers, Third Party Processors, financial institutions and will complete all other implementation activities necessary to implement EBT.

Implementation

During the county Implementation Phase (maximum of five months), the Contractor and counties: 1) Implement EBT operational processes and procedures; 2) Issue cards to clients; 3) Train recipients; 4) Assist recipients with PIN selection; 5) Convert benefits to EBT; 6) Issue all new and ongoing benefits through EBT as planned in the Planning and Installation Phase; and 7) Implement benefit reconciliation and cash settlement processes. The objective of the Implementation Phase is to convert and reconcile all appropriate benefit records to the EBT system, issue cards and provide training to recipients, implement ongoing issuance processes and procedures and to settle and reconcile new and ongoing benefits through the EBT system.

EBT Implementation Regions



EBT Implementation Waves



State Proposed:

Implementation Waves & County Sequence

Appendix M - Exhibit 3 - Page 1

mo 1	mo 2	mo 3	mo 4	mo 5	mo 6	mo 7	mo 8	mo 9	mo 10	mo 11	mo 12	mo 13	mo 14	mo 15	mo 16	mo 17	mo 18	mo 19	mo 20	mo 21	mo 22	mo 23	mo 24	mo 25	mo 26	mo 27	mo 28	mo 29	mo 30	mo 31	mo 32	mo 33	mo 34	mo 35	mo 36	mo 37	mo 38	mo 39	mo 40	mo 41	mo 42	mo 43	mo 44																																			
Consortium	County	F.S. Cases		Region	Wave	Implementation Activity																																																																								
WCDS	Contra Costa	15,850	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	San Francisco	21,906	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	Sonoma	6,260	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	Alameda (If not project pilot)	32,604	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	Solano	8,960	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	Santa Clara	23,048	5	1	Readiness	County Plan/Install	County Implementation																																																																							
WCDS	Santa Cruz	4,201	5	4																																																																										
WCDS	San Mateo	4,037	5	4																																																																										
																																							Readiness	County Plan/Install	County Implementation																																					
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WCDS	Sacramento Change I/F (If project pilot)	1					Change I/F (Legacy to SAWS)																																																																							
WCDS	Yolo Change I/F	2							Change I/F (Legacy to SAWS)																																																																					
C-IV	Riverside Change I/F	2									Change I/F (Legacy to SAWS)																																																																			
C-IV	Stanislaus Change I/F	2									Change I/F (Legacy to SAWS)																																																																			
WCDS	Solano Change I/F	2									Change I/F (Legacy to SAWS)																																																																			
WCDS	Santa Clara Change I/F	2									Change I/F (Legacy to SAWS)																																																																			
WCDS	Contra Costa Change I/F	3									Change I/F (Legacy to SAWS)																																																																			
WCDS	San Francisco Change I/F	3									Change I/F (Legacy to SAWS)																																																																			
WCDS	Alameda Change I/F	3											Change I/F (Legacy to SAWS)																																																																	
WCDS	Sonoma Change I/F	3											Change I/F (Legacy to SAWS)																																																																	
WCDS	Tulare Change I/F	3											Change I/F (Legacy to SAWS)																																																																	
WCDS	Fresno Change I/F	3											Change I/F (Legacy to SAWS)																																																																	
WCDS	Ventura Change I/F	4											Change I/F (Legacy to SAWS)																																																																	
WCDS	Santa Barbara Change I/F	4											Change I/F (Legacy to SAWS)																																																																	
WCDS	Orange Change I/F	4											Change I/F (Legacy to SAWS)																																																																	
WCDS	San Luis Obispo Change I/F	4											Change I/F (Legacy to SAWS)																																																																	

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Consor- tium	County	F.S. Cases	Region	Wave	Implementation Activity																																									
EBT System Development																																														
WCDS Legacy I/F Dev & Test																																														
WCDS	Pilot County	Pilot County Plan/Install																																												
WCDS	Pilot County	Pilot Operation Evaluation																																												
C-IV	Riverside Legacy I/F Dev & Test																																													
C-IV	Stanislaus Legacy I/F Dev/Test																																													
ISAWS	ISAWS System I/F Dev & Test																																													
LEADER	LEADER System I/F Dev & Test																																													
WCDS	Ventura Legacy I/F Dev & Test																																													
WCDS	CALWIN System I/F Dev & Test																																													
C-IV	C-IV System I/F Dev & Test																																													
LEADER	Los Angeles (LEADER I/F Pilot)	9,715	1	1	Readiness 1 Pilot District Plan/Install										1 District Implementation																															
C-IV	Stanislaus (Legacy I/F Pilot)	15,039	3	1	Readiness County Plan/Install										County Implementation																															
ISAWS	San Joaquin (ISAWS I/F Pilot)	21,012	3	1	Readiness ISAWS Pilot Plan/Install										Pilot Implementation																															
WCDS	Tulare	17,799	3	1	Readiness County Plan/Install										County Implementation																															
WCDS	Fresno	34,156	3	1	Readiness County Plan/Install										County Implementation																															
WCDS	Yolo	4,211	3	1	Readiness County Plan/Install										County Implementation																															
WCDS	Ventura (Legacy I/F Pilot)	11,653	4	1	Readiness County Plan/Install										County Implementation																															
C-IV	Riverside (Legacy I/F Pilot)	32,095	4	1	Readiness County Plan/Install										County Implementation																															
WCDS	Orange	34,371	4	1	Readiness County Plan/Install										County Implementation																															
WCDS	Contra Costa	15,850	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	San Francisco	21,906	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	Sonoma	6,260	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	Alameda (If not project pilot)	32,604	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	Solano	8,960	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	Santa Clara	23,048	5	1	Readiness County Plan/Install										County Implementation																															
WCDS	Sacramento Change I/F (If project pilot)			1	Change I/F (Legacy to SAWS)																																									
LEADER	Los Angeles (17 District Offices)	165,162	1	2	Readiness 17 District Plan/Install										17 District Implementation																															
ISAWS	Colusa	578	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Del Norte	1,436	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Glenn	869	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Humboldt	5,057	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Lake	2,850	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Marin	2,327	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Mendocino	3,547	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Napa	1,404	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Shasta	8,152	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Tehama	2,407	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Trinity	480	2	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Inyo	625	3	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Kings	4,689	3	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Madera	5,413	3	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Monterey	7,550	3	2	Readiness County Plan/Install										County Implementation																															
ISAWS	San Benito	872	3	2	Readiness County Plan/Install										County Implementation																															
ISAWS	Kern	24,927	4	2	Readiness County Plan/Install										County Implementation																															
WCDS	San Luis Obispo	3,613	4	2	Readiness County Plan/Install										County Implementation																															
WCDS	Santa Barbara	7,145	4	2	Readiness County Plan/Install										County Implementation																															
WCDS	Yolo Change I/F			2	Change I/F (Legacy to SAWS)																																									
WCDS	Solano Change I/F			2	Change I/F (Legacy to SAWS)																																									
C-IV	Riverside Change I/F			2	Change I/F (Legacy to SAWS)																																									
C-IV	Stanislaus Change I/F			2	Change I/F (Legacy to SAWS)																																									
WCDS	Santa Clara Change I/F			2	Change I/F (Legacy to SAWS)																																									
WCDS	Contra Costa Change I/F			3	Change I/F (Legacy to SAWS)																																									
LEADER	Los Angeles (17 District Offices)	165,162	1	3	Readiness 17 District Plan/Install										17 District Implementation																															
WCDS	San Francisco Change I/F			3	Change I/F (Legacy to SAWS)																																									
WCDS	Alameda Change I/F			3	Change I/F (Legacy to SAWS)																																									
WCDS	Sonoma Change I/F			3	Change I/F (Legacy to SAWS)																																									
WCDS	Tulare Change I/F			3	Change I/F (Legacy to SAWS)																																									
ISAWS	Butte	8,284	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Lassen	1,049	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Modoc	491	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Nevada	1,283	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Plumas	465	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Sierra	75	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Siskiyou	1,781	2	3	Readiness County Plan/Install										County Implementation																															
ISAWS	Sutter	2,211	2	3	Readiness County Plan/Install										County Implementation																															

mo 1	mo 2	mo 3	mo 4	mo 5	mo 6	mo 7	mo 8	mo 9	mo 10	mo 11	mo 12	mo 13	mo 14	mo 15	mo 16	mo 17	mo 18	mo 19	mo 20	mo 21	mo 22	mo 23	mo 24	mo 25	mo 26	mo 27	mo 28	mo 29	mo 30	mo 31	mo 32	mo 33	mo 34	mo 35	mo 36	mo 37	mo 38	mo 39	mo 40	mo 41	mo 42	mo 43	mo 44					
Consortium	County	F.S. Region Cases		Wave	Implementation Activity																																											
ISAWS	Yuba			3,738	2	3																																										
ISAWS	Alpine			35	3	3																																										
ISAWS	Amador			552	3	3																																										
ISAWS	Calaveras			1,160	3	3																																										
ISAWS	El Dorado			2,293	3	3																																										
ISAWS	Mariposa			493	3	3																																										
ISAWS	Mono			148	3	3																																										
ISAWS	Tuolumne			1,547	3	3																																										
ISAWS	Imperial			7,002	4	3																																										
WCDS	Placer			2,647	3	3																																										
WCDS	Fresno Change I/F						3																																									
WCDS	Ventura Change I/F						4																																									
WCDS	Santa Barbara Change I/F						4																																									
WCDS	Orange Change I/F						4																																									
WCDS	San Luis Obispo Change I/F						4																																									
WCDS	Sacramento (If not project pilot)			47,255	3	4																																										
WCDS	Santa Cruz			4,201	5	4																																										
C-IV	Merced			10,583	3	4																																										
WCDS	San Mateo			4,037	5	4																																										

SAWS Implementation Criteria and Restrictions On EBT Schedule

1. WCDS CALWIN Implementation:

<u>CALWIN Start Date:</u>	<u>Minimum Months Required Between EBT & CALWIN Implementations*</u>
• (3/1/02) Placer**	5 Months
• (4/1/02) Sacramento	3 Months
• (8/1/02) Santa Cruz	6 Months
• (8/1/02) Yolo**	6 Months
• (10/1/02) San Mateo	12 Months
• (10/1/02) Solano	6 Months
• (11/1/02) Santa Clara	8 Months
• (12/1/02) Contra Costa	6 Months
• (1/1/03) San Francisco	9 Months
• (3/1/03) Alameda	6 Months
• (3/1/03) Sonoma	12 Months
• (4/1/03) Tulare	6 Months
• (5/1/03) Fresno	12 Months
• (7/1/03) Santa Barbara	6 Months
• (7/1/03) Ventura	12 Months
• (9/1/03) Orange	12 Months
• (10/1/03) San Luis Obispo	9 Months

* EBT implementation must be completed in a county at least this number of months before CALWIN implementation begins. If EBT can not be implemented as required before CALWIN is implemented, EBT implementation can not begin until six months after CALWIN implementation begins.

** Final selection of the CALWIN pilots have not been made. Depending on selection of the CALWIN pilots, the EBT implementation schedules of Yolo and Placer counties may be reversed.

2. C-IV SAWS System Implementation:

<u>C-IV SAWS Start Date:</u>	<u>Minimum Months Required Between EBT & C-IV SAWS Implementations***</u>
• (7/1/02) Merced	17 Months
• (10/1/02) Riverside	6 Months
• (10/1/02) Stanislaus	6 Months

*** EBT implementation must be completed in a county at least this number of months before C-IV SAWS implementation begins. If EBT can not be implemented as required before C-IV SAWS is implemented, EBT implementation can not begin until six months after C-IV SAWS implementation begins.

Eligibility Interface Development and Test Criteria/Assumptions

1. Pilot County Eligibility Interface Development and Test

- WCDS Consortium legacy system
- Begins 4 months after EBT development begins
- Development and test may take up to 6 months
- Completed on same schedule as completion of EBT development
- Acceptance test will be completed during EBT pilot operations and test
- Will be available for Wave 1 WCDS counties

2. County Legacy System Eligibility Interface Development and Test

- Legacy system eligibility interfaces will be developed for Riverside (C-IV), Stanislaus (C-IV), and Ventura (WCDS) counties
- Begins when EBT pilot eligibility interface development and test is completed
- Concurrent with Wave 1 county implementation planning
- Development and test may take up to 6 months
- Must be completed before the county implementations are started
- Acceptance tests will be completed during the county implementations

3. LEADER Eligibility Interface Development and Test

- Los Angeles SAWS system
- Begins when EBT pilot eligibility interface development and test is completed
- Concurrent with L.A. pilot district implementation planning
- Development and test may take up to 6 months
- Must be completed before L.A. pilot district implementation is started
- Acceptance test will be completed during L.A. pilot district implementation
- Will be available for Wave 2 L.A. district offices

4. ISAWS Eligibility Interface Development and Test

- ISAWS Consortium SAWS system
- Begins when EBT pilot eligibility interface development and test is completed
- Concurrent with ISAWS pilot county implementation planning
- Development and test may take up to 6 months
- Must be completed before ISAWS pilot county implementation is started
- Acceptance test will be completed during ISAWS pilot county implementation
- Will be available for Wave 2 ISAWS counties

5. CALWIN Eligibility Interface Development and Test

- WCDS Consortium SAWS system
- Begins when the EBT pilot operations and test is completed
- Development and test may take up to 5 months
- Must be completed before CALWIN implementation begins in the first WCDS EBT county
- Acceptance test will be completed in the first WCDS county implementing the CALWIN interface
 - Will be available for WCDS counties that implemented EBT during Wave 1 and 2

6. C-IV Eligibility Interface Development and Test

- C-IV Consortium SAWS system
- Begins 6 months before Stanislaus and Riverside counties implementation of the C-IV SAWS system
- Development and test may take up to 6 months
- Must be completed before Stanislaus and Riverside counties implementation of the C-IV SAWS system
- Acceptance test will be completed during each C-IV county EBT implementation (no pilot implementation is planned)

County	County Readiness Begins	County Implementation Ends	Consortium
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(No Later Than)

Project Pilot:

Sacramento or Alameda County (WCDS Legacy I/F Pilot)	Month 6	Month 15	WCDS
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Wave 1:

Alameda County (<i>If <u>not</u> project pilot</i>)	Month 10	Month 21	WCDS
Contra Costa County	Month 10	Month 21	WCDS
Fresno County	Month 10	Month 21	WCDS
Los Angeles County (LEADER District Office Pilot)	Month 10	Month 21	LEADER
Orange County	Month 10	Month 21	WCDS
Riverside County (Riverside Legacy I/F Pilot)	Month 10	Month 21	C-IV
San Francisco County	Month 10	Month 21	WCDS
San Joaquin County (ISAWS System I/F Pilot)	Month 10	Month 21	ISAWS
Santa Clara County	Month 10	Month 21	WCDS
Solano County	Month 10	Month 21	WCDS
Sonoma County	Month 10	Month 21	WCDS
Stanislaus County (Stanislaus Legacy I/F Pilot)	Month 10	Month 21	C-IV
Tulare County	Month 10	Month 21	WCDS
Ventura County (Ventura Legacy I/F Pilot)	Month 10	Month 21	WCDS
Yolo County	Month 10	Month 21	WCDS

Wave 2:

Los Angeles County (17 District Offices)	Month 13	Month 24	LEADER
Colusa County	Month 15	Month 26	ISAWS
Del Norte County	Month 15	Month 26	ISAWS
Glenn County	Month 15	Month 26	ISAWS
Humboldt County	Month 15	Month 26	ISAWS
Inyo County	Month 15	Month 26	ISAWS
Kern County	Month 15	Month 26	ISAWS
Kings County	Month 15	Month 26	ISAWS
Lake County	Month 15	Month 26	ISAWS
Madera County	Month 15	Month 26	ISAWS
Marin County	Month 15	Month 26	ISAWS
Mendocino County	Month 15	Month 26	ISAWS
Monterey County	Month 15	Month 26	ISAWS
Napa County	Month 15	Month 26	ISAWS
San Benito County	Month 15	Month 26	ISAWS
Shasta County	Month 15	Month 26	ISAWS
Tehama County	Month 15	Month 26	ISAWS
Trinity County	Month 15	Month 26	ISAWS
San Luis Obispo County	Month 17	Month 28	WCDS
Santa Barbara County	Month 17	Month 28	WCDS

County	County Readiness Begins	County Implementation Ends	Consortium
(No Later Than)			
Wave 3:			
Los Angeles County (17 District Offices)	Month 18	Month 29	LEADER
Alpine County	Month 22	Month 33	ISAWS
Amador County	Month 22	Month 33	ISAWS
Butte County	Month 22	Month 33	ISAWS
Calaveras County	Month 22	Month 33	ISAWS
El Dorado County	Month 22	Month 33	ISAWS
Imperial County	Month 22	Month 33	ISAWS
Lassen County	Month 22	Month 33	ISAWS
Mariposa County	Month 22	Month 33	ISAWS
Modoc County	Month 22	Month 33	ISAWS
Mono County	Month 22	Month 33	ISAWS
Nevada County	Month 22	Month 33	ISAWS
Plumas County	Month 22	Month 33	ISAWS
Sierra County	Month 22	Month 33	ISAWS
Siskiyou County	Month 22	Month 33	ISAWS
Sutter County	Month 22	Month 33	ISAWS
Tuolumne County	Month 22	Month 33	ISAWS
Yuba County	Month 22	Month 33	ISAWS
Placer County	Month 27	Month 38	WCDS
Wave 4:			
Sacramento (<i>If not project pilot</i>)	Month 32	Month 43	WCDS
Santa Cruz County	Month 32	Month 43	WCDS
Merced County	Month 33	Month 44	C-IV
San Mateo County	Month 34	Month 45	WCDS